



# CommuniQUÉ

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*Overview of  
conference*

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## COMMISSIONER'S CONFERENCE 2001 LEADERSHIP IN A CHANGING WORLD



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# INS NEWS *of Note*

## An Overview

### COMMISSIONER'S CONFERENCE 2001: LEADERSHIP IN A CHANGING WORLD

"LEADERSHIP in a Changing World" was the theme of the Commissioner's Conference 2001, which took place in San Francisco, Calif., March 12-14.

"The need for positive leadership is never greater at the INS than during these times of change," Commissioner James W. Ziglar said. "We've got a wonderful opportunity over the next three days to recognize that we are all leaders and to harness that leadership to create a world-class organization. ... Our constituents deserve it. I look forward to being part of the new INS."

The seminars and other conference activities were aimed at enabling attending staff to think about and discuss ideas on leading effectively in a changing environment and determine which of those ideas to communicate to their teams when they returned home.

#### Leadership and core values discussed

Presentations and break-out sessions focused on:

- Homeland security—an overview of the many homeland security initiatives INS has undertaken since Sept. 11 as well as an overview of the external homeland security context within which the agency operates.
- Core values—the new agency core values: professionalism, accountability, integrity, respect, and service. (Please see related story on page 11.)
- INSPIRES Program—the existing professional development program that will be used to promote the new core values.
- Restructuring—an update on information available on the agency's restructuring as well as small working groups aimed at enabling participants to generate ideas for carrying it out. (Please see related story on page 10.)
- Leadership and change management—analysis and strategies for leadership and change management, including presentations by two motivational speakers. (Please see related story on page 17.)

#### Awards ceremony a key highlight

Other highlights included the awards ceremony (see related story on page 12), a speech by Deputy Attorney



Conference attendees pose for group shot.



Shawn Saucier, Eastern Region media production specialist; Ron Rogers, Western Region media production specialist; and Charles Reed, Central Region video production specialist (left to right) were honored for preparing uplifting conference video highlights, which were shown at the conference's closing.

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Photo by Jorge Swank



Photo by Jorge Swank

▲ Sharing ideas on customer service and leading effectively brings smiles (see related story on page 19).

A highlight of the conference was the annual awards ceremony.

“As Winston Churchill said, ‘the eyes of the world are upon us.’ And ladies and gentleman, I say to you that the eyes of the nation are upon our agency, and it’s our opportunity to step up to the plate.”

—San Francisco District Director DeMore

General Larry Thompson (see story on page 10) at the conference lunch and his presentation of the Newton-Azrak Award (see story on page 15), and the reception and banquet where Deputy Commissioner Mike Becraft presented the Distinguished Career Service Awards (see story on page 16).

Many of the attendees took advantage of the several exhibits showcasing INS initiatives and technology advancements. They included the Student and Exchange Visitor Information System (SEVIS); Western Region Customer Service (see related story on page 19); Intel ORION/Net Leads; National Recruitment of Immigration Inspectors; U.S. Coast Guard; U.S. Public Health Service; Electronic Surveillance; Border Patrol’s Search; Trauma and Rescue (BORSTAR); Leadership Development Center; Federal Financial Management System; Technology Training Services; Administrative Centers’ Service Standardization; and Office of Record Services.

San Francisco District Director Charles DeMore summed up the theme of the conference the first day.

“As Winston Churchill said, ‘the eyes of the world are upon us,’ ” he said. “And ladies and gentleman, I say to you that the eyes of the nation are upon our agency, and it’s our opportunity to step up to the plate.”

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## **COMMISSIONER’S CONFERENCE**

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**MIAMI CITIZENSHIP CEREMONY FOR 3,000  
FEATURES ASHCROFT, MESSAGE FROM BUSH**

**TAKING** part in a naturalization ceremony is a privilege in itself, but 3,000 new citizens at a recent ceremony at the Miami Convention Center received an extra privilege. Attorney General John Ashcroft swore in the new Americans and President George W. Bush addressed them in a video message.



Attorney General John Ashcroft (left) sitting next to Mel Martinez, director of Housing and Urban Development, prepares to address the citizenship candidates.

“On behalf of the American people, I congratulate you on taking one of the most significant steps of your lives,” Ashcroft said.

He acknowledged the dedication and perseverance of the newly sworn-in citizens and reminded them of the importance of the oath they had just taken. He also stressed the new citizens’ new found rights of citizenship and other duties such as defending and upholding the Constitution.

“You have chosen to participate fully in the most enduring democracy ever created,” he said. “I applaud your choice because I believe your individual lives will be better and your contributions as citizens will make our country even stronger and more vibrant.”

Along with the memorable honor of having the attorney general presiding, the candidates were also the first in the country to view a 90-second video message from the president welcoming them as U.S. citizens.

“Today, America is not only your home, it is your country. With a single oath, all at once, you became as fully American as the most direct descendents of the founding fathers,” Bush said.

His message also encouraged continued hard work, the spirit of entrepreneurship, love of family, and love of country.

The welcoming video will be made available to all INS offices conducting naturalization ceremonies. The president’s welcoming

video accompanies a personalized letter that new citizens receive upon completion of the naturalization process.

The citizenship ceremony featured new citizens ranging in age from 18 to 100 years old and representing 80 nations.



Candidates receiving special recognition sat on stage with the guests of honor.

**CHICAGO OFFICE PUTS ON INTERNATIONAL  
ASIAN ORGANIZED CRIME CONFERENCE**

By Marilu Cabrera

**KIDNAPPING** for ransom, alien smuggling and trafficking, and the Japanese Yakuza were among the many fascinating topics presented at the 24th International Asian Organized Crime Conference, which the INS hosted this year for the first time in its history.

The Chicago office of the INS had the honor of organizing this prestigious event, which is one of the largest educational gatherings of criminal justice professional in the world, drawing several hundred participants from more than a dozen countries on four continents. The event is sponsored by the International Association of Asian Crime Investigators (IAACI), a non-profit organization that serves as a conduit for information and criminal intelligence aimed at identifying and apprehending Asian criminals, thereby contributing to the quality of life of Asian communities worldwide.

**Conference proceeds fund scholarships**

Every year, IAACI partners with host law enforcement agencies to conduct the conference and uses the proceeds to fund scholarships to aid Asian students pursuing criminal justice degrees.

“Each day conference attendees had the opportunity to participate in educational workshops to learn new techniques and share experiences with other professionals in the same field,” said Supervisory Special Agent Monica Mapel-Koszala. “This group of criminal justice representatives also benefited immensely from the networking and friendships acquired throughout the week.”

Mapel-Koszala took on the daunting task of leading the preparations for this event—held March 25-29 at the Chicago Sheraton Hotel and Towers—along with Deputy District Director for Investigations William Riley and a crew of agents and supervisors.

**Organizers worked many long hours**

“The organizing committee worked many long, tedious hours—including weekends—and we were presented with some unforeseen obstacles throughout the year, including the tragedies that faced the world on Sept. 11,” she said. “An exorbitant amount of work was placed on all law enforcement officials in the nation post Sept. 11—planning a conference of this magnitude seemed like an impossible mission for the Chicago crew volunteering their efforts.”

She noted that according to professional meeting planners, conferences in general were down 40 percent for all professions after Sept. 11. Law enforcement conferences were even more severely affected.

Despite the aftermath of Sept. 11 and the additional workload placed on the agents in the Chicago office, the

*Continued on page 7*

# HEADQUARTERS *News*

## **FIRST WOMAN PARK POLICE CHIEF SAYS LEADERSHIP IS ABOUT STYLE, ABILITY—NOT ABOUT RACE OR GENDER**

CONQUERING fears and mastering leadership breaks through glass ceilings, said the first woman appointed to the position of chief of the U.S. Park Police at INS' National Women's History Month celebration.

### **Style and ability most important**

"People care more about a leader's style and ability than they care about a person's race or gender," Chief Teresa Chambers said. "They want to be with people who feel good about being on a winning team."

Chambers was the keynote speaker at the March 20 Headquarters event with the theme "Women Sustaining the American Spirit." Her informative address focused on the secrets to her success and ways to deal with gender issues.

Before becoming the first woman to hold the position of chief of the U.S. Park Police, a position she was appointed to Dec. 18, 2001, she served as chief of the Durham (N.C.) Police Department from January 1998 to her current appointment. Before that she worked for 21 years for the Prince George's County (Md.) Police Department, beginning as a police cadet in 1976 and rising to the rank of major in 1993. When she retired in 1997 to accept the job of chief of police in Durham, she was the commander of District 1.

### **Few women role models**

Chambers said there were very few women role models when she was coming up through the ranks of Prince George's Police Department, so her role models were two young African-American men promoted to leadership positions.

"They didn't apologize for their race, age, or gender," she remembered. "If you wanted to be on the team, you found a way to jump on board."

From watching them, she said she learned that finding people who share your vision is key to effective leadership as well as the ability to simply make decisions.

"People would rather you make a wrong decision than no decision," she said. "Make a decision, take charge, do what's right, not what's popular."

### **Overcoming common fears**

Another secret she said was overcoming four common fears: the fear of taking risks, failure, success, and criticism.

Women, she said, are more stopped by the fear of success than men since women tend to internalize failure and externalize success, while men tend to externalize failure and internalize success. As a result, women will often diminish their successes and deflect compliments while men will often seek credit when it is due them.

"When you've done something good, accept it," she told the women.

As an example of women being stopped by the fear of success she noted that when women receive compliments on their outfits, they are much more likely than men to respond with something about the outfit being old or purchased on sale.

"The next time someone compliments you, I want you to say 'thank you,'" she said.

Chambers recommended women use humor to deal with uncomfortable gender situations but use it sparingly to not give the message that inappropriate behavior is OK. She also suggested they just be straight with people.

"I'm not comfortable when you call me 'babe.' Will you call me lieutenant?" she said of a way to handle a real-life situation she encountered.

### **It's never too late**

In the question-and-answer period at the end of the event, Chambers noted she went to night school for both her bachelor's in law enforcement from the University of Maryland and her master's in applied behavior science from Johns Hopkins University. She said people interested in leadership positions—but lacking academic credentials—should not give up on their dreams.

"It took me 11 years to get my bachelor's degree," she said. "It is never too late."



Park Police Chief Teresa Chambers tells the women in the audience to accept rather than deflect compliments.



The 22-passenger mid-range bus is being tested in the Houston District.

**NEW VEHICLES' LOW-COST STATE-OF-THE-ART FEATURES**

**LONG-RANGE/MID-RANGE BUS  
46 PASSENGER/44 PASSENGER**

- Movable partition for custody segregation
- Backup monitor
- Video monitoring system
- Public address system
- Loading lights
- Emergency strobe lights
- Backup alarm
- Diesel generators
- Officer work station
- Potable water supply
- Secure weapon storage
- Diamond plate flooring with drains
- Pull-out luggage compartments
- State-of-the-art restroom facility

**SLIDE-IN MODULE DETENTION VAN  
12 PASSENGER/13 PASSENGER**

- Movable partition
- Front/side loading
- Video monitoring system
- Public address system
- Front and rear air conditioning
- Emergency strobe lights
- Backup alarm
- Secure weapon storage

**MINI-BUS (AIRPORTER)  
22 PASSENGER**

- Front/rear loading
- Emergency strobe lights
- Three segregated custody areas
- Handicap lift (option)
- Public address system
- Backup alarm

**INS  
NEWS  
of  
Note**

**DETENTION AND REMOVALS' VEHICLE WORKING GROUP HITS A MANAGEMENT HOME RUN WITH 'PRETTY' BUSES**

TWO San Antonio morning disc jockeys recently spent four minutes discussing the fancy new souped up INS buses they'd spotted in a parking lot near their station. One said several times, "I'd like to ride in those pretty buses."

The air time did not turn out to be a public relations fiasco, however, but the beginnings of a well-deserved public relations success as Mexican television right away picked up on the story of INS hitting a management home run.

"Although they are big and impressive, they are safer and much more efficient and \$100,000 less than the previously ordered buses the service used," said Charles R. Welke of Headquarters Logistics, Fleet Management Branch.

The new long-range coach buses the disc jockeys spotted are one of three new state-of-the-art vehicles—developed through the Detention and Removals' Vehicle Working Group after several prototypes—now rolling off assembly lines and undergoing retrofitting to INS specifications. The other two new



Headquarters Fleet Management, Headquarters Detention and Removals, and Federal Prison Industries staff cut the ribbon dedicating three new state-of-the-art detainee transport vehicles in Three Rivers, Texas.

vehicles are a mid-range bus and detention van with a slide-in unit.

"The Detention and Removals' Vehicle Working Group has an extensive planning process and feel we have developed a great product, and with field input, will continue to improve," Welke said.

Formed in July 2000, the group consists of Headquarters Logistics, Fleet Management Branch; senior Detention and Removals staff; supervisory detention officers; and detention enforcement officers. The working group's goal was to design a new generation of vehicles with improved safety, security, and efficiency—at a lower cost. Using years of experience of the veteran officers and the fresh ideas of the new officers, the group did just that.

Key to getting everything the working group wanted—including the ability to make rapid, custom changes based on field input—at a lower price was the partnership INS entered into with the Federal Prison Industries program, also known as UNICOR. The program employs inmates in federal prisons and provides skills training and rehabilitation. Inmate workers at the Federal Correctional Institute in Three Rivers, Texas, are retrofitting and customizing the INS vehicles.



Discussing the details of the new bus design are (left to right) J.J. Gross, deputy assistant regional director, Central Regional Office; Sonny Figueroa, chief, maintenance facility, Port Isabel, Texas; Mike Caltaibiano, chief, Headquarters Detention and Removals, Facilities Management and Transportation Branch; Tim Stevens, Detention and Removals, Boston District; Russell Pentz, fleet manager, Headquarters Fleet Management; and Dave Gnuschke, factory manager, Federal Prison Industries, Three Rivers Texas.

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**3 CINCINNATI SUBOFFICE EMPLOYEES COMMISSIONED AS KENTUCKY COLONELS**

THE words "Kentucky Colonel" evoke in many an image of Southern gentleman Colonel Harland Sanders and his original recipe fried chicken.

Colonel Sanders, however, is not the original or the only Kentucky Colonel. Other noteworthy Kentucky Colonels include Pope John Paul II, President Lyndon B. Johnson, English Prime Minister Winston Churchill, and now several INS employees in the Cincinnati Sub-Office.

"I consider it a great honor to have had three district employees recognized for their contributions," said Cleveland District Director Mark B. Hansen.

Kentucky Governor Paul E. Patton recently awarded commissions into the Honorable Order of Kentucky Colonels to Steven C. Thompson, supervisory immigration inspector, Cincinnati/Northern Kentucky International Airport; Brian D. Nicholas, supervisory immigration inspector, Cincinnati/Northern Kentucky International Airport; and Kim S. Sovern, administrative support assistant/congressional liaison, Cincinnati Sub-Office.

Being appointed a Kentucky Colonel is the highest honor awarded by the Commonwealth of Kentucky. The Colonels are Kentucky's ambassadors of goodwill and fellowship around the world, and Kentucky's governor commissions individuals in recognition of their

noteworthy accomplishments and outstanding service to a community, state, or the nation.

Pamela Dimmerman, a caseworker for Senator Jim Bunning of Kentucky, presented the three with Kentucky Colonel commissions signed by the governor at an awards ceremony March 21 at the Cincinnati Suboffice. Hansen and Cincinnati Sub-Office Officer in Charge Patrick A. Elersic, a Kentucky Colonel since 1993, attended the commissioning.

Tina M. Toca, assistant to the executive director, Greater Cincinnati Federal Executive Board, also received a commission at the ceremony. The Federal Executive Board has worked closely with the Cincinnati Suboffice to promote a

positive image of the INS in the Southern Ohio/Northern Kentucky area by videotaping special naturalization ceremonies for later broadcast on community access cable television.

The Kentucky Colonel tradition began when Kentucky's first governor, Isaac Shelby, gave his son-in-law, Charles S. Todd, the title of colonel of his staff. Shelby later issued commissions to all who enlisted in his regiment in the War of 1812. Later, Kentucky governors commissioned colonels to act as their protective guard; they wore uniforms and were present at most official functions.

The Honorable Order of Kentucky Colonels was founded in 1932 by Governor Ruby Laffoon and has since been officially incorporated as a charitable organization. Over the years the colonels have contributed thousands of dollars to worthy causes. The governor and the lieutenant governor of Kentucky serve as the commander-in-chief and deputy commander-in-chief, respectively.

Kentucky Colonels, who serve with no remuneration, can be found in business, government, and industry all over the globe.

And, yes, Colonel Sanders was a real Kentucky Colonel. Governor Laffoon admitted Sanders to the Honorable Order of Kentucky Colonels in 1935 in recognition of his contributions to the state's cuisine.



Pictured from left to right are Tina M. Toca, assistant to the executive director, Greater Cincinnati Federal Executive Board; Kim S. Sovern, administrative support assistant, Cincinnati Suboffice; Mark B. Hansen, Cleveland district director; Pamela Dimmerman, caseworker, U.S. Senator Jim Bunning's Office, Ft. Wright, Ky.; Steven C. Thompson, supervisory immigration inspector, Cincinnati/Northern Kentucky International Airport; Brian D. Nicholas, supervisory immigration inspector, Cincinnati/Northern Kentucky International Airport; and Patrick A. Elersic, officer in charge, Cincinnati Suboffice.

**CHICAGO**

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conference drew more than 600 attendees to the opening ceremony and about 530 paid attendees from all over the world.

"Not bad for a group who has never organized a formal conference of this size, while at the same time diligently performing their duties as law enforcement professionals," Mapel-Koszala said.

She said she is extremely grateful to everyone from the INS who sacrificed many hours of their free time to assist in making

this conference a success. This includes the entire crew from Headquarters (Julie Shifflet, Stacey Richardson, Stacy Smith, Kim Corbino, Kyle Hutchins, Dan Cadman, and Louis Nardi as well as the audio-visual crew which stepped in at the last minute); Supervisory Special Agent William Orr of the Chicago Office; and Special Agents Cathy David, James Turner, Mathew Emrich, and Robert Butterfield, all of the Chicago Office.

# HEADQUARTERS *News*

## **SAFETY AND HEALTH CONFERENCE LOOKS FOR WAYS TO REDUCE WORK-RELATED INJURIES**

**G**ROWING, learning, and succeeding together was the central theme of the Headquarters Division of Environmental Occupational Safety and Health (EOSH) conference held March 19-21 in Alexandria, Va.

"We've come a long way. We are doing a lot of positive things, and we've got to get out there and promote them," said Glenn Pritchard, director of the Headquarters EOSH Division, in his opening remarks.

The three-day conference brought together INS employees from as far away as Hawaii. It highlighted programs, policies, training, and INS' safety and health role in the workplace. Karen Dove and George Jarvis, workers' compensation program managers, coordinated the conference.

Glenn Pritchard summarized the two most important goals of the conference: get information from the speakers and cross-pollination of ideas from each other.

For the first time, the conference combined safety, health, and workers' compensation and featured speakers from agencies such as the Department of Energy, Department of Justice,

Department of Labor, Department of the Treasury, Department of Veterans Affairs, Environmental Protection Agency, and the Virginia State Police.

Conference attendees discussed and shared policies, improvements, achievements, statistics, and the most up-to-date research and findings.

The INS is working toward meeting the five-year Presidential 2000 Accident Reduction Initiative, and for the first two out of five years, 50 percent of districts and sectors have successfully reduced their injury/illness rates, and that's "very encouraging and

the Occupational Safety and Health Administration is very encouraged," Pritchard said.

The division promotes a close relationship between field safety and health managers and workers' compensation specialists who are encouraged to work together on preventative measures that are likely to reduce the probability of injury and illness.

David Yentzer, INS' Designated Agency Safety and Health Official, expressed appreciation to the audience for their continuing efforts to make the EOSH Program the best in the department.

"Do things before you're asked to. Everyone's a leader," he said.



EOSH Director Glenn Pritchard gives a presentation on INS' role in safety.

## **Commissioner announces several personnel changes**

**C**OMMISSIONER James W. Ziglar recently announced several personnel changes to address immediate needs in immigration procedures, services, and enforcement.

"These changes begin the process of accountability as we move forward with the restructuring of INS by separating its service and enforcement functions," he said.

Changes included the following:

- Renée Harris has been named the acting director of international affairs. Harris, who has been serving as the acting deputy chief of the U.S. Border Patrol, replaces Jeff Weiss who remains with the Department of Justice.
- Johnny Williams, formerly the INS western regional director, was named executive associate commissioner for field operations. Williams replaces Michael Pearson who is now with the U.S. Marshals Service.
- Janis Sposato was named assistant deputy executive associate commissioner for immigration services after serving as special counsel to the commissioner. Sposato replaces Joseph Cuddihy who has been named management counsel to Acting Director of International Affairs Renée Harris.
- Michael Cronin has been named the assistant commissioner of inspections after serving as the acting executive associate commissioner for the Office of Programs. Cronin replaces Mike Hrinyak who remains with inspections.

# INS NEWS FROM the Field

## OPERATION CHARADE SHUTS DOWN NOVEL SCAM WITH PHONY JUDGES, CITIZENSHIP CEREMONIES

A novel citizenship scam in which one suspect allegedly donned a black robe and masqueraded as a judge to swear in victims as U.S. citizens was recently shut down in Los Angeles.

On March 26, federal agents arrested four people allegedly involved in the long-running scheme, which included a quiz on American history and politics and an obligatory pledge of allegiance, according to the Central District of California U.S. Attorney's Office. The arrests stemmed from Operation Charade, a year-long investigation by INS and the Office of the Inspector General for the Social Security Administration.

Most of the 25 known victims were Korean and Filipino nationals who paid as much as \$25,000 each after being promised that their immigration applications would receive fast-track processing.

The suspected ring leader, Elzbieta Malgorzata Bugajska, 50, of Los Angeles, is a Polish citizen who masqueraded as an immigration consultant named "Jerry Ann Mitchell." The real Jerry Ann Mitchell had died as an infant in 1943, but Bugajska appropriated Mitchell's identity and had obtained a U.S. passport and California driver's license in Mitchell's name.

According to court documents, Bugajska told victims that she was a former CIA employee and a current federal judge, who had the power to bypass the normal naturalization application process. As part of the scheme, she fraudulently obtained genuine Social Security cards and numbers for the victims.

Lorena Velasquez Garcia, 39, of South Gate, an employee of the Social Security Administration for more than 15 years, allegedly colluded with Bugajska to issue the illegal Social Security numbers.

The third defendant, John Patrick Bradley, 56, of Los Angeles, is accused of posing as a federal judge and leading victims in the pledge of allegiance at phony naturalization ceremonies. The fourth defendant, Yolanda Miel Lubiano, 62, Sun Valley, is accused of introducing Filipino victims to Bugajska and collecting payments from them.

All four defendants are charged with one count of mail fraud. Additionally, Bugajska and Bradley have been charged with impersonating federal judges, and Bugajska has been charged with using a falsely obtained passport. Garcia also faces charges of accessing a government computer with intent to defraud.

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## BUSES

*Continued from page 6*

The base cost of the UNICOR long-range bus is some \$100,000 less than the previous bus. The newly designed, fully retrofitted detention van costs \$3,000 less than the commercially retrofitted model. The previous model also had half the safety features than the newer design.

"The vehicles we use as detention enforcement officers are some of the most important tools of the job," said Headquarters Detention and Removals Fleet Representative Tony Marian. "It's critical that our vehicles are reliable, but also have features that guarantee our safety and security as well as the safety and security of the custodies we transport."

The long-range bus prototype was completed last July, with 11 more scheduled for production. Detention van production started last July, and a total of 320 have been scheduled and/or completed to date. The first

mid-range bus also was developed last July, with 12 more scheduled for production. In addition, input from officers in the field resulted in the development of a 22-passenger security package mini-bus, commonly known as the "Airporter," and the 13-passenger standard security package van without a slide-in unit.

Welke said he is proud of the vehicles' excellent workmanship and their designs, which provide safety, security, reliability, and comfort in transporting detainees between borders, detention centers, and courts.

"If ever there was a group of vehicles destined to face hard-core wear and tear, they are the thousands of vehicles that make up the INS fleet. They cover millions of miles a year, many under the harshest conditions and over difficult terrain," he said. "This new generation of vehicles takes INS into the coming years of the new millennium."



The Federal Correctional Institute in Three Rivers, Texas, where INS' new vehicles are being retrofitted and customized.

## DEPUTY ATTORNEY GENERAL THANKS INS FOR A JOB WELL DONE AFTER SEPT. 11

THANKING all the INS employees who made post-Sept. 11 homeland security efforts a success was the main theme of Deputy Attorney General Larry Thompson's luncheon remarks at the Commissioner's Conference 2001.

"The attorney general and I both deeply appreciate what you do. We both deeply appreciate your willingness to be in the middle, certainly the centerpiece of the Department of Justice's efforts in the war on terrorism," he said. "What you do really represents the best of professionalism and the best of public service."

He commended people within INS and the Department of Justice for coming together in a manner that few people, if anyone, would ever think possible.

### Enormous sacrifices made

"People have been working extended hours that require enormous sacrifices, none bigger than not being able to spend time with your family and friends and draw strength from the comfort they provide," Thompson said.



Deputy Attorney General Larry Thompson applauds the agency for doing more with less.

"Their extraordinary sense of purpose and steadfast determination has allowed them to work beyond the point of exhaustion, and still perform admirably in dealing with matters of great sensitivity and even greater urgency."

### Counterterrorism coordination effective

He commended special agents, intelligence analysts, detention officers, and others for working closely with FBI-led counterterrorism task forces to arrest more than 700 aliens for a variety of administrative and criminal charges. These agents have also been working with officials from the Treasury Department's Office of Foreign Asset Control to identify and freeze the assets of terrorist organizations and terrorist front groups.

Thompson also thanked INS detention and deportation officers, Border Patrol agents, and immigration inspectors for supporting nationwide enforcement efforts and strengthening port and border security.

"Of course, all these efforts aimed at bringing to justice those responsible for the horrific events of Sept. 11, and to prevent further terrorist attacks, are being backed by technical support specialists and other operational and administrative staff," he said. "And they are as deeply dedicated to succeeding as everyone else."

### More done with less

He also noted the considerable amount of time, energy, and resources spent tracking down terrorists and strengthening homeland security has meant INS has had "to do more with less." Yet, he said, the agency still has

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## INCLUSIVE NATURE OF RESTRUCTURING PLANS EMPHASIZED

HOW a restructured INS might look and operate with separate service and enforcement functions was discussed in broad terms throughout the Commissioner's Conference 2001.

"The restructuring proposal is a framework for action. And we need your leadership, your expertise, and your commitment," said Richard Cravener, director of the Office of Restructuring during a presentation on restructuring on the third day of the conference. "We want your perspective on where are the pitfalls, where are the rugs, where are the stumbling blocks, what are the issues that we need to look at from your perspective."

Commissioner James W. Ziglar touched on the restructuring during his opening remarks. He emphasized the restructuring would be a large operation, not a tinkering at the edges, and would modernize the system, simplify the chain of command, and adjust the workload.

"It is important to remember that this is a restructuring, not a reduction in force. I want you to remember that," he said. "This is an employee-friendly restructuring effort."

The commissioner had been scheduled to speak in greater detail on the restructuring plan on the third day of the conference, Thursday, March 14, but was called back to Washington.

In place of the commissioner, Deputy Commissioner Mike Becraft and Cravener provided the update, which was followed by small working group discussions led by professional facilitators.

"I am pleased with the attendance we've had today. It hasn't always been like this, that you could catch a crowd this size on the last day of the conference," Becraft said. "It means people are really concerned about the agency, and they're looking to moving forward with the agency."

## INTEGRATING 5 NEW CORE VALUES KEY TO CREATING MORE LEADERS FOR THE POSITIVE

**LEADERSHIP** is about influencing and affecting the actions of others, making people with positive attitudes leaders for the positive and people with negative attitudes, leaders for the negative, Commissioner James W. Ziglar said as he introduced the agency's five new core values.

### Everyone is a leader

"Everyone is a leader whether they know it or not. I am going to tell you that every person whether it's the janitor or the commissioner or the president of the United States or whoever it happens to be, it's a leader," he said at the Commissioner's Conference 2001. "If you come to work with a positive attitude, the attitude of everyone else around you goes up."

Values are behind leaders for the positive, the commissioner said. Values define people as individuals, provide the basis for effective leadership, and support the foundations of vibrant organizations.

### Core values provide strength

"I firmly believe that these five core values can guide us and provide the strength necessary to address successfully whatever challenges the INS faces now and in the future," he said.

The first core value is **Professionalism**. "This means fulfilling our duties with the highest quality work," Ziglar said, noting that it "is also a state of mind that says I will never lower my standards and I will never cut corners because I know the fiduciary duty of those who depend on me."



The commissioner announces new core values: professionalism, accountability, integrity, respect, and service.

The second core value is **Accountability**. "We take responsibility for our actions, we learn from our mistakes, and celebrate our achievements," Ziglar said, noting "we can not learn from our mistakes unless we admit those mistakes and then take responsibility for them."

### 'Right is might'

**Integrity**, the third core value, focuses on doing the right thing, rather than the popular thing. "I can tell you right is might," the commissioner said.

**Respect**, the fourth core value, "makes the difference between whether we're perceived as callous or caring," he

*Continued on page 18*

And that's what Jim Ziglar has been trying to do, and what he's hoping for, and he's back there right now defending us at the highest levels to the nation."

Cravener repeatedly emphasized the inclusive nature of the restructuring process he is leading.

"This is a unique opportunity to participate in the planning and the implementation of an initiative that will provide clarity of function and accountability to enhance the professionalism of our workforce and facilitate service delivery to those we serve," he said. "We plan to fully integrate our leadership as our subject matter experts into the process."

He noted this would include a field advisory board to analyze the feasibility of proposed changes and serve as a conduit of information back to the field, training on leading change for senior staff, threaded conversations on

the INS Intranet, programs on INS television, and a INS restructuring e-mail account on cc: Mail (ins.restructuring@usdoj.gov).

"Please use the mailbox yourselves," he said. "Please have town hall meetings and let your employees know that that mailbox exists."

Becraft emphasized that change was on its way but the future is still bright.

"Given our circumstances right now and the issues on the table and in the national press, I think people are realizing that this is a pretty amazing organization and with the right leadership we're going to move forward," Becraft said. "Just remember they are talking about us. And now it's up to us to show them what we can do."

Photo by Seth Afformado ©

*Leadership in a changing world*

# Commissioner's Awards 2001

**MARCH 12, 2002**

COMMISSIONER James W. Ziglar handed out the annual awards for year 2001 at the Commissioner's Conference in San Francisco on March 12 as Deputy Commissioner Mike Becraft announced the awardees. Following is a list of individual and group recipients. Due to space limitations, only the names of group members accepting on behalf of their colleagues appear.

## **JOYCE CHIANG MEMORIAL AWARD**

**LOUISE R. OLLIGES**  
Immigration Information Officer  
Louisville, Kentucky  
New Orleans District  
*For Excellence in Customer Service*

**CHICAGO DISTRICT OFFICE**  
*For Excellence in Customer Service*

## **COMMISSIONER'S CHALLENGE AWARD**

**THE NATIONAL RECORDS CENTER**  
Lee's Summit, Missouri  
Represented by Director Robert Cowan and employees Marie Wollin, Diane Cejka, and Beverly Mohler  
*For Data Integrity*

**JOE BANDA, JR.**  
Officer in Charge and  
**LUIS FIGUEROA**  
Assistant Officer in Charge  
Tegucigalpa, Honduras  
*For Border Enforcement*

**YUMA SECTOR AIR OPERATIONS**  
Represented by Patrol Agent-in-Charge James Aitken and employees Joe Dunn, Stuart Goodrich, and Eric Gaines.  
*For Border Enforcement*

**BRIAN J. VAILLANCOURT**  
Assistant District Director  
Bangkok, Thailand  
*For Border Enforcement*

**IMMIGRATION INSPECTIONS STAFF**  
Blue Water Bridge  
Port Huron, Michigan  
Represented by Bradley Borowiak, Cindy Byce, and Michele Theisen  
*For Border Facilitation*

**THE PASAND TASKFORCE**  
San Francisco District Office



Commissioner James W. Ziglar handing out the 2001 Commissioner's Awards.

Represented by Raymond Greenlee, Donald Henley, Jason Graham, Timothy Isenhardt, and Maureen Auyeung  
*For Interior Enforcement*

**JANNA M. EVANS**  
Community Relations Specialist  
Western Regional Office  
Laguna Niguel, California  
*For Community Impact*

**BRIAN JENNINGS**  
Space Management Specialist  
Office of Facilities and Space Management  
Administrative Center, Burlington  
*For Infrastructure and Professionalism*

**CAREER SUSTAINMENT PROGRAM**  
Human Resources and Development  
Represented by Cynthia Butler, Tamara Gabel, Hattie Jones, and Ruben Soriano.  
*For Infrastructure and Professionalism*

## **INTERAGENCY ASSISTANCE AWARD**

**THE FEDERAL PUBLIC CORRUPTION TASK FORCE**  
Brownsville, Texas  
The task force is comprised of Federal Bureau of Investigation Agent Rosemary Amerena, Customs Service Special Agent Nephtali Trevino, Internal Revenue Service

Special Agent Sylvia Garza, and INS Senior Special Agent Luis Massad.

**COMMISSIONER'S EQUAL EMPLOYMENT OPPORTUNITY AWARD**

**RONALD J. SMITH**

Formerly Deputy Regional Director, Western Region  
Currently, Portland, Ore., District Director.

*For motivating others to develop their full potential and utilize their skills*

**COMMISSIONER'S AWARD FOR EXCELLENCE IN LEGAL AND ADMINISTRATIVE SUPPORT**

**OLGA RAMON**

Administrative Support Assistant

*Office of the New York District Counsel*

**ROOKIE ATTORNEY OF THE YEAR AWARD**

**SIMON A. GAUGUSH**

Assistant District Counsel

*Office of the Washington District Counsel*

**DISTRICT COUNSEL OF THE YEAR AWARD**

**DOROTHY STEFAN**

District Counsel

Office of the Seattle District Counsel

Formerly of the Anchorage District Counsel's Office

**ATTORNEY OF THE YEAR AWARD**

**KAREN L. POTOSNAK**

Assistant District Counsel

Office of the San Antonio District Counsel

**COMMISSIONER'S QUALITY AND PRODUCTIVITY IMPROVEMENT AWARD**

**DENISE A. BODNER**

Supervisory Space Management Specialist

Headquarters Facilities and Engineering Branch

Office of Administration

**COMMISSIONER'S QUALITY AND IMPROVEMENT AWARD**

**PERSONNEL SECURITY OPERATIONS (OFFICER CORPS) SECTION**

Personnel Security Branch

Twin Cities, Minnesota

Represented by Section Chief David Milne and employees Mary Ryan and Georgia Buckmaster.

**EMPLOYEE OF THE YEAR AWARD IN SECRETARIAL, TECHNICAL, AND ADMINISTRATIVE POSITIONS**

**SANDRA A. JURKIEWICZ**

File Clerk

Human Resources and Development

Administrative Center, Burlington

**HEATHER P. VANSLETTE**

Paralegal Specialist

Freedom of Information Act and Privacy Act Office

Administrative Center, Burlington

**MARIAN SMITH**

Historian

INS History Office and Library

Washington, D.C.

**OFFICER CORPS EMPLOYEE OF THE YEAR AWARD**

**JOSÉ ALVARADO**

Senior Patrol Agent

Laredo Border Patrol Sector

**JOSÉ F. LOPEZ**

Detention Enforcement Officer

Deming, New Mexico Station

El Paso Border Patrol Sector

**MICHAEL JONES**

Immigration Fines Officer

National Fines Office

Arlington, Virginia

**MATTHEW F. MILLS**

Aircraft Pilot

El Paso Border Patrol Sector

**THOMAS D. ONTKO**

Immigration Inspector (Intelligence Officer)

Detroit Metro Airport

Detroit District Office

*Leadership in a changing world*

**JOAN PETRIE**  
Asylum Officer  
Anaheim, California  
Los Angeles District Office

**RENATA DE LA ROSA**  
Immigration Inspector  
Calexico, California, Port of Entry

**WENDEE A. STREETER**  
Center Adjudications Officer  
California Service Center

**TIMOTHY J. TUBBS**  
Special Agent  
Santo Domingo, Dominican Republic  
Formerly with the Anti-Smuggling Unit  
Investigations Team  
Dallas District Office

**MICHAEL J. WALKER**  
Automotive Mechanic  
El Centro Border Patrol Sector

**COMMISSIONER'S AWARD FOR  
SUPERVISOR OF THE YEAR**

**MARY WHITIS**  
Supervisory Applications Clerk  
New York District Office

**DOUGLAS C. HALVORSON**  
Director, Hiring Center Operations  
Human Resources and Development  
Fort Snelling, Minnesota

**DAVID WING**  
Officer in Charge  
Bradenton, Florida  
Miami District Office

**COMMISSIONER'S MANAGER OF  
THE YEAR AWARD**

**MICHAEL J. FISHER**  
Assistant Chief Patrol Agent  
Tucson Border Patrol Sector

**GERRI L. RATLIFF**  
Acting Director  
Headquarters Office of Congressional Relations

**PAUL R. ROSENBERG**  
Director  
Strategic Information and Technology Development  
Headquarters Office of Programs

Photo by Seth Affoumado ©



Border Patrol Chief Gus De La Viña accepts an Exceptional Service Award from the commissioner.

**BARBARA L. STRACK**  
Formerly the Acting Executive Associate Commissioner  
Headquarters Office of Policy and Planning

**MERITORIOUS SERVICE AWARD**

**PAUL CONOVER**  
Chief Patrol Agent  
Swanton Border Patrol Sector

**MICHAEL D. CRONIN**  
Acting Executive Associate Commissioner  
Office of Programs

**CHARLES DEMORE**  
San Francisco District Director

**RENÉE HARRIS**  
Acting Deputy Chief, U.S. Border Patrol  
Washington, D.C.

**COMMISSIONER'S EXCEPTIONAL  
SERVICE AWARD**

**GUS DE LA VIÑA**  
Chief, U.S. Border Patrol

**JOHNNY WILLIAMS**  
Regional Director  
Western Region

**WILLIAM YATES**  
Deputy Executive Associate Commissioner  
Immigration Services Division

# SPOTLIGHT ON 4 LUMINARY EMPLOYEES

## RECIPIENT OF COMMISSIONER'S NEWTON-AZRAK AWARD

### Benjamin Sanford

Formerly Senior Patrol Agent  
Calexico Station, El Centro Sector

On April 2, 2001, Agent Benjamin Sanford was working along the All American Canal near Calexico, Calif. His duties that day were fairly routine and consisted of watching a section of border fence for people entering illegally from Mexico. It was fairly calm in his area with long periods of quiet. The situation quickly changed, however, when a concerned citizen stopped at his location and told him that a car had plummeted into the All American Canal. He immediately called the station and drove to the location. As Sanford arrived at the scene, he saw a partially submerged car and a woman frantically flailing in the water. He then dove into the dangerous All American Canal and heroically saved the woman from drowning with little regard for his own personal well being. He rescued the woman and swam with her to safety, saving her from certain death.

Photo by Seth Affoumado ©



Former Patrol Agent Benjamin Sanford (right) accepting his award from Deputy Attorney General Larry Thompson.



Photo by Seth Affoumado ©

Border Patrol Aircraft Pilot Clay Tippit (left) accepting his award from Commissioner James W. Ziglar.

## RECIPIENT OF FREEDOM'S DEFENDER, THE BILL JORDAN COMMEMORATIVE, NATIONAL BORDER PATROL TROPHY

### Clay Tippit

Border Patrol Aircraft Pilot  
Marfa Border Patrol Sector

At the National Police Shooting Championship, Clay Tippit was the overall champion. Tippit shot overall 2,995 points out of a possible 3,000 points. This record-setting score was seven points higher than the old record. Tippit was the winner of the Revolver, Semi-Automatic, National Individual Service Pistol, and National Rifle Association (NRA) Special Aggregate.

*Editor's Note: Usually the only awards given at the Commissioner's Conference are Commissioner's Awards. Tippit's NRA Special Aggregate win, however, earned him the commemorative trophy in recognition for this special accomplishment.*

*Leadership in a changing world*

**DISTINGUISHED CAREER SERVICE AWARD**

**Christine Davis**

Maine native Christine Davis joined Border Patrol at a time when it was an all-male bastion. No woman had ever served as an agent; Davis was the first woman hired by the Border Patrol and one of the first five to graduate from its academy.

Her first assignments were with the Chula Vista Station, Calif., and Detroit, Mich., where she served for nearly two years, before being promoted to criminal investigator, first in San Juan, Puerto Rico, and then in San Diego, Calif. In 1985, she was promoted and moved into Detention and Deportation (D&D), as a staging facility manager in the San Diego District. She rapidly worked her way up to assistant regional director for D&D, a position in which she oversaw a huge expansion of facilities and personnel.

Davis joined the staff at INS' Advanced Training Facility in Artesia, N.M., in late 1990 as the assistant chief of enforcement. She co-managed a task force charged with providing the training agency employees needed to deal with the sweeping changes to immigration law passed by Congress earlier in the year. Under her leadership, that project delivered training to more than 10,000 INS officers worldwide in less than a year's time.

She returned to field operations in 1992, as the officer-in-charge of INS' detention facility in El Paso, Texas.



Photo by Seth Alfoumado ©

Former New Orleans District Director Christine Davis (left) accepts her award from Deputy Commissioner Mike Becraft.

During her three-year tenure there, Davis implemented an expansion that would more than double the facility's capacity. She then moved to the Las Vegas Sub-Office, where she spent two years before taking the job as deputy district director in Chicago, Ill., where she successfully improved delivery of services. Her next and final career stop before her retirement was district director in New Orleans, La.

**DISTINGUISHED CAREER SERVICE AWARD**

**Richard Cravener**

Texas native Richard Cravener joined the INS in February 1972 after attending the State University of New York at Buffalo. He began his career as an immigration inspector at John F. Kennedy International Airport in New York City. Subsequent to this he transferred to the Border Patrol in southern California and later served as a senior patrol agent and assistant chief patrol agent at the Border Patrol Academy at Glynco, Ga.

In 1980, Cravener was transferred to San Juan, Puerto Rico, where he served as a special agent and later a supervisory special agent at the INS District Office. In 1984, he was promoted to the position of assistant district director for investigations for the Philadelphia District. In 1987, Cravener was appointed deputy district director of the Washington, D.C., District Office.

Following a brief lapse in government service, Cravener was appointed the director of parole for the Immigration Service in the Office of Foreign Operations in 1990. From 1991 to 1994, Cravener was the INS

Photo by Seth Alfoumado ©



Director of Restructuring Richard Cravener (left) accepts a Distinguished Career Service Award from Deputy Commissioner Mike Becraft.

assistant attaché at the American Embassy in Rome, Italy, and the INS attaché at the American Consulate General in Hong Kong. In May of 1996, Cravener transferred to Houston, Texas, where he assumed the position of district director. Cravener was appointed to the senior executive service in October 1997 and retired from government service in June 2001. In November 2001, Commissioner James W. Ziglar appointed Cravener to the position of INS director of restructuring.

## COMMISSIONER, MOTIVATIONAL SPEAKERS SUGGEST WAYS TO LEAD IN A CHANGING WORLD

REWARDING and respecting employees, managing change, and taking risks were stressed throughout the Commissioner's Conference 2001: Leadership in a Changing World.

"The people of the INS are the number one asset. When you don't defend your assets, you are likely to lose them," Commissioner James W. Ziglar said during his opening remarks on Tuesday, March 12. "If your people are not respected, if they are not rewarded, if they don't have a sense that this is a place they want to be at, if

The commissioner's themes were backed up by two motivational speakers. Krish Dhanam with The Zig Ziglar Corporation spoke on goal setting and empowering employees on Tuesday, March 12, and Rick Maurer, an advisor to the Change Leadership Practice of Deloitte Consulting, spoke on change management on Thursday, March 14.

Dhanam used examples from his own life—immigrating from India; being hired as a sales representative of Zig Ziglar Corporation; and moving on to teach, speak at, and facilitate seminars across the world—to give an uplifting presentation on making strengths out of weaknesses, staying committed regardless of circumstances, and not letting mistakes make you feel like a failure.

"Your plans just failed, you didn't," he said of failure.

He also emphasized that research has shown that individuals rate "having interesting work" as their number one desired requirement from a job. He said it is important to stress the importance of every job and for managers to frequently ask their employees three questions:

- What do you do?
- What would you like to do?
- How would you like to get there?

The answers will direct managers to those who are committed, point out the ones who are happy, and build trust and gratitude.

"Gratitude is the healthiest of all human emotions," he said.

Maurer spoke about the cycle of change and how to break through walls of resistance. He said for employees to accept a change they must understand it, agree with it, and believe in their leaders' ability to implement it.

He said giving people more information—better arguments, detailed facts, etc.—will not necessarily break through resistance. Often times, emotional reactions also need to be managed, particularly when change may be interpreted as creating a loss of power, control, status, or respect or make managers feel incompetent, abandoned, or worn out.

Maurer suggested engaging employees in conversation—not presentation—to determine the root causes of their resistance while keeping three questions in mind:

- What's in it for me?
- What's in it for you?
- What's in it for us?

He said managers can build a commitment for change when employees understand the importance of the issue in their heads and their guts, have time to digest the information, and trust their manager's judgement.

"I get it, I like it, and I have confidence in you to lead this," he said of a successful end result.

Photo by Seth Affourmado ©



Motivational Speaker Krish Dhanam inspires conference attendees to charge ahead.

they don't have any fun in their jobs, if they don't see that there is a path for their career and to achieve their goals, then they are not going to be with you. And if the people in your organization aren't with you, you're going to fail."

He stressed that leadership means taking risks; empowering, respecting, and listening to employees; and sometimes even making mistakes.

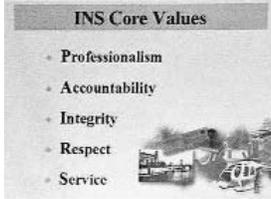
"Being timid and being risk adverse is a road that takes you nowhere," he said. "Don't be afraid to make mistakes because everybody makes them. Mistakes become problems only if we fail to admit them."

**VALUES**

*Continued from page 11*

said. "There's a very common, very sensible rule, but that's the way we ought to operate. We ought to do unto others as we would have done unto us."

He pointed to the agency's community relations officers whose respectful manner made a huge difference when they reached out to Arab, South Asian, and Muslim communities after Sept. 11.



The order of the five core values spells PAIRS, an easy to remember acronym that also implies teamwork.

**Anger diverted to understanding**

"They reached out to communities to let them know exactly what was going on," he said. "These actions diverted anger to understanding and in a few cases actually had people support what we were doing."

Similarly, the final core value, **Service**, is about understanding the needs of colleagues or the specific needs of someone from a different culture. Calling on employees to "surpass the expectations of our customers," the commissioner gave the example of honoring religious practices requiring a third party be present when a man is interviewing an observant Muslim woman, thereby

avoiding having the interviewee perceived as "unresponsive or uncooperative."

**Some 280 values suggested**

Ziglar said the Core Values Initiative introduced last fall resulted in some 450 responses from working groups and individuals from 200 INS offices worldwide. These responses included 1,700 core values suggestions, which when synonyms and duplicates were accounted for, yielded 280 different core values.

"There was a striking consensus, though, around five of those core values," he said. "The order we have listed them here does not necessarily mean that, that was the order of preference. We have done that to create an easily rememberable acronym. That's PAIRS."

The commissioner also suggested people carry the core values, positive leadership, and a positive mental attitude into all areas of their lives.

"If you're miserable at the office, I guarantee that you're going to take it home with you, and you're going to make your wife or your husband miserable. ... If you're miserable at home, you're going to take it to the office," he said. "Try to be a leader in all of your relations in all of your lives. The question we should be asking ourselves is 'what kind of leader am I now, and what kind of leader do I want to be?'"

.....

“We take responsibility for our actions, we learn from our mistakes, and celebrate our achievements.”

—Commissioner Ziglar

.....



Photo by Seth Affourado ©

Deputy Commissioner Becraft (left) and Commissioner James W. Ziglar emphasized throughout the conference that everyone is a leader, and leadership is about influencing and affecting the actions of others.

## IDEAS FOR INNOVATIVE CUSTOMER SERVICE HANDED OUT AT WESTERN REGION EXHIBIT

By Jorge Swank

TO highlight customer service innovations throughout INS, Janna Evans, Western Region director of community relations, working closely with the San Francisco District, developed a Customer Service Exhibit for the Commissioner's Conference 2001.

"Everyone we talked to really wants to put their best foot forward, so that the customer gets the service they deserve," Evans said.

The exhibit consisted of an interactive customer service wheel, which was divided into the six most frequent customer service problem areas:

- Customer care—how we take care of our customers
- Employee morale—how to build it and keep it
- Status checks—how to ensure our customers are kept updated
- Information flow—how to ensure accurate dissemination of information both internally and externally
- Access—how to facilitate customers' access to INS
- Quality and consistency—how to ensure we provide top quality service throughout INS

Conference participants were asked to spin an arrow on the customer service wheel and then asked to share their ideas about how to improve service. Participants were also handed idea cards with solutions that other districts and sectors have used successfully to address



▲ Deputy Director of the California Service Center, Christina X. Poulos, spins to win at the customer service exhibit at the Commissioner's Conference.

◀ The "Put a New Spin on Service" idea cards

customer service issues. The idea cards, which were spiral bound, included a point of contact and phone number so that people could call for further details about how to solve a particular customer service issue.

To obtain a copy of the customer service idea cards, please call the Western Region Community Relations Office at (949) 360-3582.

## THANKS

*Continued from page 10*

produced impressive results in both enforcement and services.

### Responsibilities a privilege

"At the same time that INS is working diligently to thwart terrorists, drug-traffickers, human smugglers, and other isolated individuals who are intent on trying to tear us down, you are also assisting the many more people who are eager for an opportunity to join us in building up America," he said.

"These people share the ideals and principles that are the foundation of our great nation, and you are enormously privileged to be charged with guarding the cornerstone of that foundation: citizenship."

Thompson specifically thanked the agency for cutting the national average processing time for naturalization applications by more than half over the past three years as well as the Office of International Affairs for its efforts in the area of refugee admissions this fiscal year.

In closing, he applauded the audience for their leadership and vision and Congress for backing the agency with needed resources.

"The most important contributions, however, have come from you," he said. "No amount of resources or strategic planning could have produced these results without the dedication, integrity, professionalism, and pride you bring to the job every day."

**INS EMPLOYEES WIN MEDALS AT ARIZONA POLICE OLYMPICS**

Several employees from the Phoenix District Office participated and won medals in the Arizona Police Olympics held March 14-16 in Mesa. Special Agent **Jeff Barczak** and Deportation Officer **Ed Preciado** played on a soccer team consisting of officers and agents from the Scottsdale and Phoenix Police Departments, the FBI, and the INS. Their team won the bronze medal with a 3-2 record. Deportation Officer **Kevin Carlisle** finished second in the 5-kilometer run and third in the 10-kilometer run.



Pictured left to right are Roy Lopez, his K-9 Malcolm, K-9 Chelsea (dog on right), and Robert Noziska.

**BORDER PATROL RESCUES CHILD WITH HELP OF MAN'S BEST FRIEND**

When a 4-year old boy wandered away from his parents during a daytime outing, agents assigned to the San Diego Sector's Border Patrol Search Trauma and Rescue (BORSTAR) Team responded to a call to assist the local Sheriff's Department in finding the child.

The agents were able to track down the missing child, who was lost for several hours, with a little help from man's best friend. When nightfall came, winds swept through the area gusting up to 40 miles per hour, quickly erasing the child's footprints. Then Chelsea, one of two Border Patrol search and rescue canines, took over.

About one mile away from where the child was last seen, Chelsea eagerly ran back to her handler, Border Patrol Agent **Robert Noziska**, announcing that she had found something. That something turned out to be the missing child sitting beneath a tree.



Pictured left to right Lisandro Moreno Jr., Chief Patrol Agent John W. Montoya, Sara A. Guerra, and David W. Honeycutt.

**LAREDO SECTOR HANDS OUT AWARDS FOR EXCELLENCE**

Several employees in the Laredo Sector received awards March 8 at the "Evening of Excellence" at the Montecarlo Ballroom. **Roel Luna**, ASU, was selected as the Laredo Sector's Employee of the Year, Law Enforcement; **David W. Honeycutt**, electronics, won Employee of the Year, Support Staff; **Sara A. Guerra**, Supply Department, won Volunteer of the Year; and **Lisandro Moreno Jr.**, Freer Station, won the Act of Heroism Award.

**SAN FRANCISCO OFFERS CHATS WITH THE DISTRICT DIRECTOR**

After business is completed in the San Francisco District Office, customers are randomly invited to visit personally with District Director **Charles H. DeMore** about the service they received. Chosen customers are

given a pass to chat with him for 10 to 15 minutes. DeMore usually meets with three to four customers each time, time permitting. INS customers have widely praised the program for increasing understanding of their experience.

**WESTERN REGION QUELLS FEARS OF MIDDLE EASTERN COMMUNITY**

INS' Western Region has consistently led by example with numerous outreach meetings with the Middle Eastern and South Asian communities in an effort to allay fears and quell rumors of INS enforcement actions. By speaking with and not talking over community voices, INS community relations officers have developed and/or built on established relationships in Phoenix, San Diego, Los Angeles, San Francisco, Portland, and Honolulu.



Photo by Jorge Swank

Muslim Public Affairs Council Representative **Sireen Sawaf** (left) establishes ties with Los Angeles Community Relations Officer **Rico Cabrera**. Angeles said the INS' willingness to be open and direct has helped allay the fears of many Muslim people who feel that the federal government is scrutinizing their communities.

To get a blurb published in *Communiqué's* "INSide" column, e-mail it to [ins@casals.com](mailto:ins@casals.com) or mail it to *Communiqué*, 1199 North Fairfax Street, Third Floor, Alexandria, Virginia 22314.



**INTERNATIONAL PARTICIPATION**

Senior Patrol Agent **Christopher Daniels** of Burke, N.Y., (far right) was invited to perform in the bagpipe team/band at the March 14 Royal Canadian Mounted Police Medals Ceremony in Montreal, Canada.